Alberta
Government

Persons with Developmental Disabilities (PDD) Community Boards Consolidated Annual Report 2011-12

Annual Report

2011-12

Contents

3 Preface
4 Accountability Statement
5 Messages from the Chairs
14 Management's Responsibility for Reporting

15 Overview

16 Operational Overview
17 Organizational Chart

18 Results Analysis

19 Financial Performance Overview
21 Results Discussion and Analysis

36 Financial Information

37 Management Discussion and Analysis
37 Regional Comparisons
38 Summarized Financial Statements

Preface

The Persons with Developmental Disabilities (PDD) program complies with government annual reporting requirements by providing two annual reports. As per the *Government Accountability Act*, the Ministry reports audited financial statements of the individual entities that make up the combined PDD program, as well as the program results that support the Ministry's business plan in the Ministry's Annual Report. In accordance with the *Persons with Developmental Disabilities Community Governance Act*, this consolidated annual report of the six PDD Community Boards is prepared for the Minister, the Legislative Assembly and the Community Boards' other stakeholders.

The PDD Community Boards are in compliance with government reporting standards for both reports. This annual report of the PDD Community Boards contains the Accountability Statement of the Chairs of the PDD Community Boards, the summary financial statements of the PDD Community Boards and a comparison of actual performance results with the desired results set out in the PDD Community Boards' three-year business plans.

This annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements.

The PDD Community Boards respectfully submit this report to Honourable Dave Hancock, Minister of Human Services, who is responsible for the PDD program. As of May 8, 2012, the PDD program became part of the Ministry of Human Services.

Accountability Statement

The PDD Community Boards' consolidated annual report for the year ended March 31, 2012, was prepared under the direction of the PDD Community Boards and in accordance with the *Government Accountability Act* and the government's accounting policies.

[Original signed]

Jeff Nish
Calgary Region Community Board

Ron Crossley
Central Region Community Board

Blair Lundy
Edmonton Region Community Board

Glenn Hennig
Northeast Region Community Board

Jane Manning
Northwest Region Community Board

Thomas E. Hopkins
South Region Community Board

Messages from the Chairs

The PDD Community Board Chairs are pleased to submit the 2011-12 Annual Report for the PDD Community Boards to the Minister of Human Services responsible for the PDD program. This report provides a summary of the activities and results of the six PDD Community Boards for the 2011-12 fiscal year.

Message from the Calgary Region Community Board Chair

I am pleased to present the results and highlights of the work of the Calgary Region Community Board, Persons with Developmental Disabilities (PDD) for the period April 2011 to March 2012.

The following are highlights of the Calgary Region Community Board's key accomplishments:

- We have completed a study identifying the support and service needs for older adults with developmental disabilities;
- Through funding of the Darrell Cook Family Managed Services Resource Centre there is now greater access to information, resources and family networks for those who wish to manage supports themselves;
- Through stakeholder partnerships and increased housing capacity, we continue to improve support for adults with complex needs;
- Working with three community service agencies, we have developed a pilot for a performance based contracting approach focused on employment services for individuals with a developmental disability;
- We launched the implementation of the personal outcomes initiative focusing on quality of life for the individuals we serve;
- Partnering with two service provider agencies and the artists they support, we launched the Collaborative Community Art Project: "A Meaningful Life" which conveys messages regarding contributing to society, independence, community connection, relationships and dignity and, celebrates what makes a meaningful life for persons with developmental disabilities; and
- We held sessions with individuals, families and guardians throughout the year to share information and gather input about their service priorities.

We are proud of the PDD program and the supports we provide to individuals with developmental disabilities. And we recognize that we must always strive to improve. To that end, this past year the Calgary Region Community Board has been instrumental as a collaborative partner in assisting with the PDD Program Change Initiatives Project. The focus has been, and continues to be, on improving:

- Program effectiveness (achieving positive outcomes for individuals receiving PDD-funded supports),
- Program efficiency (streamlining, savings and program sustainability), and
- Consistency in program delivery (operating as "one program").

My sincere appreciation and thanks go out to our Board Members, PDD staff and our community partners for their continued dedication and commitment to the individuals we serve. We have made important gains and I am pleased with the accomplishments highlighted in this Annual Report.

[Original signed]

Jeff Nish
PDD Calgary Region Community Board Chair

Message from the Central Region Community Board Chair

I appreciate this opportunity to comment on the achievements of PDD Central Region Community Board and our regional staff in 2011-2012. The past year was one of extraordinary change, both for us as a region and the PDD Program as a whole, and the pace of change is accelerating even as we speak.

The changes are as fundamental as they are continuous. We are not tinkering here or redecorating the house. We're rebuilding, almost from the ground up. The PDD Program is changing how it assesses people (the Supports Intensity Scale), how it delivers services (the Change Initiatives Project) and how it measures progress (Personal Outcomes Index).

It's a heady time, but also a precarious one. All change comes with risk and awkward moments of readjustment, so I wish to thank all of the people in the PDD organization and our community partners for their patience and continuing support during this important period of transition.

At the regional level, one of the most significant changes was the closure of Youngstown Home last June. Our staff did an excellent job of arranging new, more appropriate services for the 15 individuals who lived there. Our CEO, Wayne Morrow, retired in March. His dedication and his talent for leadership will be difficult to replace. We await the appointment of a new CEO, who will most likely be another agent of change for PDD Central.

Looking back over 2011-2012, I am reminded that PDD Central, Alberta Supports, Children and Youth Services, Employment and Immigration, AISH and OPG, we ran a test project to enhance transition planning for children with developmental disabilities nearing the age of adulthood. Procedural changes resulting from the project will make it easier for families everywhere in Alberta to access PDD supports.

PDD Central Region held 11 Community Conversations with stakeholders in November and December in 10 different towns and cities. We financed the construction of a new cabin at Camp L.G. Barnes specifically for individuals with complex service needs who otherwise may not have access to recreational options.

In the end, though, it's not how busy you are that matters, it's the results you achieve. We are all moving toward more outcome-based evaluations. Rather than go on listing what we did as an organization, it's more relevant, and heartening, to look at what the people we support have achieved.

We have an individual who recently celebrated 20 years on the same exacting job in Olds. Self-Advocates have become deeply involved in the

hands-on planning of the annual CAAN leadership retreat. A man in Lacombe passed five courses he needs to find work in the oil field. A woman in Olds has knitted over 1,000 toques and scarves over the past two years for orphanages in Romania. Our Board benefited from the input of a self-advocate liaison.

And so it goes, adults with developmental disabilities demonstrating to the world that they can make valuable contributions to their communities. It is their success that has provided me with the greatest satisfaction during my tenure as Chair of the PDD Central Region Community Board, which I regret to say will end September 30.

I wish to thank our Board members, PDD Central staff and our community partners for their ongoing dedication and commitment. I am proud of our accomplishments together. Most of all, I would like to thank the many men and women with developmental disabilities I've met during my time on the Board. You have enriched my life beyond measure.

[Original signed]

Ron Crossley
PDD Central Region Community Board Chair

Message from the Edmonton Region Community Board Chair

It is with honor that I have the opportunity to present the PDD Edmonton Region Community Board accomplishments for 2011-12.
The Edmonton Regional Community Board continued to target its energies towards supporting full lives in the community for adults with developmental disabilities. We achieved our goals by refining the funding and delivery of services in the areas of home living, employment, community access and specialized community supports.

In addition, the Edmonton Board contributed to the design and implementation of a common provincial approach to assessing and funding individual support needs. This work was part of the provincial Change Initiative project and the Edmonton Board provided substantial resources in terms of leadership, people, time, expertise and ideas to ensure progress on related objectives. These efforts will continue through to the project's completion over the next two years.

Where individuals' needs proved to be particularly complex, we achieved results by pursuing an integrated case management approach with Alberta Health Services and other government partners. This collaborative approach resulted in the purchase of two homes for complex needs individuals.

The Edmonton Board also enhanced the way we provided information to those families using Family Managed Supports. Three hundred families participated in a series of training sessions to introduce the new Family Managed Service Agreement template and policies.

In all our work, inclusion remained our focus. Additional related highlights involved our continued development and expansion of Inclusive Post-Secondary partnerships and promotion of inclusive communities through conversations with municipal councils in Drayton Valley and Edson.

Finally, on behalf of the Edmonton Region Community Board and personnel, I want to take this opportunity to express my sincere appreciation to all the families, friends, self-advocates, and our many community service providers for their contributions and devoted efforts to improve the quality of life for the people we serve. Creating inclusive communities requires joint efforts and we are most fortunate to have many willing and able partners.

[Original signed]

Blair Lundy
PDD Edmonton Region Community Board Chair

Message from the Northeast Region Community Board Chair

In 2011-12 the Northeast Region Community Board for Persons with Developmental Disabilities, in recognition of the importance of families and in collaboration with AACL Family Voices, continued an exciting pilot project – Strengthening Communities. This project is now expanding into the communities of Cold Lake and Bonnyville.

The Northeast Region Community Board continued to demonstrate its commitment to developing a knowledgeable and professional front line workforce. Through our partnership with the Northeast Service Provider Council, the Northeast Region Community Board funded educational opportunities for service provider staff, training that moved many of them closer to their goal of a college diploma in the field of disability studies. A more knowledgeable, educated, and stable workforce will be better able to provide improved outcomes for individuals with complex behavioral needs.

With the cooperation of service providers, the Northeast Region was extremely pleased to significantly reduce the deferral wait list significantly by allocating funding as it became available.

The Northeast Region Community Board is also proud of the work towards One Organization and looks forward to full implementation of all the initiatives that Persons with Developmental Disabilities is undertaking.

As the chair of the Northeast Region Community Board, I am pleased to report that our relationships with service provider agencies, governance partners, and adults with developmental disabilities and their families remain strong.

[Original signed]

Glenn Hennig
PDD Northeast Region Community Board Chair

Message from the Northwest Region Community Board Chair

I am honored to provide the Annual Report letter on behalf of the Persons with Developmental Disabilities Northwest Region Community Board. This past year has been a very busy one for staff and the Board as we have facilitated community engagement across the region and worked on the Change Initiatives to create one organization and streamline service delivery to our clients, their families and service providers.

There were several exciting initiatives this year:

The Slave Lake in-person pilot for client access to government services started up just when the community suffered the ravages of a tragic fire. The Government Centre, where the majority of government programs involved in the pilot were situated, was destroyed along with many other businesses and homes. Northwest PDD staff, along with support from Central Region PDD staff, responded quickly and selflessly to support the PDD family of clients, families, service providers and our own staff with relocation, personal and emotional support.

As the fiscal year draws to a close, planning is underway to bring one person back home to Slave Lake after being placed at Alberta Hospital Edmonton on an emergency basis. The community resources, agency and PDD staff have been working cooperatively to realize this return home for the individual.

PDD staff have been excited and engaged with the new environment of working together with Alberta Health Services to facilitate the planning to repatriate individuals with complex needs from Alberta Hospital Edmonton back to their home communities. This has been a long term dream for many families and they are waiting with anticipation for the accommodation and service plans to be developed, funded and actualized. While not a simple task for smaller cities and towns to support, everyone is willing and enthusiastic to create solutions.

PDD Northwest, in cooperation with participating service providers, have expanded their commitment to person centered thinking for all aspects of individual supports. Recognizing that best practice needs to provide more than the traditional annual planning day, PDD Northwest partnered with an internationally affiliated consultant at Centerpoint Facilitation, in Grande Prairie, to train local service providers to be person centered in everything they do. Building on the success of the training, the service providers formed a person centered learning community to support each other to further entrench this belief throughout their organizations. Service providers are excited about the opportunity to provide individuals with even greater personally tailored supports.

The Persons with Developmental Disabilities Northwest Region Community Board members traveled to six communities across the region – from High Level and La Crete to Slave Lake, Grimshaw, Falher and Grande Prairie - to engage people in the discussion about the Change Initiatives and inclusion of people with developmental disabilities in the community. Those attending were responsive and appreciative of the two-way communication and look forward to the Board's return to provide an update on implementation and responses to their feedback to us.

On behalf of the Board I would like to acknowledge the tremendous work and commitment from our CEO and the staff as they accomplished their normal workload in addition to responding to all the work accomplished on the Change Initiatives. They wanted to have their contributions and ideas incorporated into the changes, so they stepped forward to shoulder the additional tasks.

I look forward to the addition of two new Board members and want to thank Al Bromling who left the Board after nine years of service including three years as Board Chair. His mentorship and support have been valued by the Board and staff.

[Original signed]

Jane Manning
PDD Northwest Region Community Board Chair

Message from the South Region Community Board Chair

I am pleased to have this opportunity to report on the achievements of the PDD South Region Community Board over this past fiscal year. Board members and PDD staff accomplished so much in 2011-12 that it's impossible to mention all of it on a single page, but the themes that emerged can be summed up in community governance through relationship building, engagement, communication and fostering community awareness.

South Board members and PDD Staff gave a number of presentations to community groups regarding the needs of adults with developmental disabilities as well as their abilities to contribute to their communities. The South Region Board partnered with Taber Special Needs Society Board and Executive Director to give a joint presentation to Taber Town Council on the success, challenges, and contributions of adults with developmental disabilities as well as the economic contributions of Taber Special Needs to the community. The Board participated in a two day retreat with a facilitator from the Tamarack Institute on Community Engagement to learn about best practices in Community Engagement. The South Region Board shared the knowledge gleaned from the Tamarack session with the other regional Boards. Board and administration continued their membership on a number of civic and community committees with the intent of ensuring the needs of adults with developmental disabilities are being considered by civic leaders and the community when making decisions.

South Region's commitment to work with others was further demonstrated through the engagement of three service providers to participate in a pilot project to determine the feasibility of three rural service providers working together towards an alternate contracting approach.

I would like to thank our staff, Board members and all of our stakeholders and community partners for all of their work this past year. We value our relationships with our stakeholders and look forward to continuing our work in assisting adults with developmental disabilities to be as independent as possible and to be included in community.

[Original signed]

Thomas E. Hopkins
PDD South Region Community Board Chair

Management's Responsibility for Reporting

This annual report includes the combined results of the six PDD Community Boards for the 2011-12 fiscal year. Each Community Board is operated under the direction of a Chief Executive Officer (CEO).

The financial statements have been prepared in conformity with Canadian Generally Accepted Accounting Principles (GAAP), using methods appropriate for the industry in which PDD Community Boards operate, and necessarily include some amounts that are based on informed judgments and best estimates of management.

The CEO of each PDD Community Board has the primary responsibility and accountability for the integrity and objectivity of regional information included in this report pertaining to their respective entities.

Each CEO is responsible for maintaining a system of internal controls within their entity that considers costs, benefits and risks, and is designed to:

- Maintain accountability of public money;
- Provide reasonable assurance that transactions are executed in accordance with prescribed legislation and regulations and are properly authorized and recorded;
- Provide information to manage and report on performance;
- Safeguard the assets and properties of the Province under PDD administration;
- Provide any information the Minister needs to fulfill her responsibilities; and
- Facilitate preparation of business plans and annual reports required under the *Government Accountability Act*.

In fulfilling these responsibilities, we have relied, as necessary, on the executive of our respective entities.

[Original signed]

Dr. Alex Hillyard, CEO
Calgary Region Community Board

Stephen Golub, Acting CEO
Central Region Community Board

Sean McDermott, CEO
Edmonton Region Community Board

Dale Drummond, CEO
Northeast Region Community Board

Judy Tremaine, CEO
Northwest Region Community Board

Leigh Bremner, CEO
South Region Community Board

Alberta
Government

Overview

Operational Overview

The following operational overview and organization chart reflect the structure of the Ministry as at March 31, 2012.

The Persons with Developmental Disabilities (PDD) Community Boards are responsible for the delivery of supports and services for approximately 9,700 adult Albertans with developmental disabilities. The services consist of four support categories: home living supports, employment supports, community access supports, and specialized community supports.

Most PDD-funded services are provided by community service agencies under contract with PDD Community Boards, or managed by families and guardians through the Family Managed Services option.

In each of the six PDD regions governed by Community Boards, PDD staff assess eligibility for program supports, work with individuals and guardians to determine the supports required, and assist individuals to link with services. PDD staff also manage contracts with community service providers.

In addition, PDD Community Boards deliver 24-hour care and residential accommodations for adults with developmental disabilities in Edmonton, Central, and Calgary. In 2011-12, the PDD program employed approximately 1,200 government staff, with nearly 80 per cent of these employees providing services in these government operated facilities.

Organizational Chart

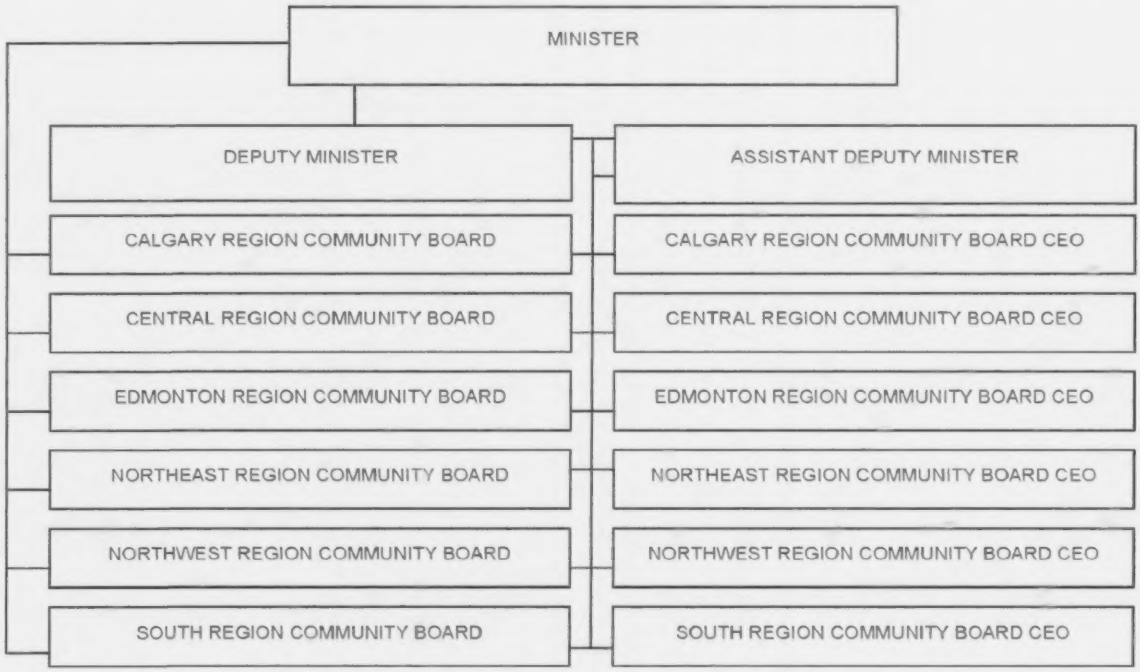
The Community Governance Structure

The PDD program consists of six Community Boards. Community Boards are agents of the Crown and are responsible for developing, implementing, and evaluating plans for the provision of services in their respective regions.

The Community Boards report to the Minister. The Chief Executive Officer (CEO) of each Community Board reports to and is accountable to their Community Board through the Board Chair, and to the Minister through the Assistant Deputy Minister.

These reporting relationships are supported by two governance structures:

- Council of Chairs: Community Board Chairs are represented on the Council of Chairs, which meets regularly and is chaired by the Deputy Minister.
- CEO Forum: Community Board CEOs are represented on the CEO Forum, which meets regularly and is chaired by the Assistant Deputy Minister.


MINISTER
DEPUTY MINISTER
ASSISTANT DEPUTY MINISTER
CALGARY REGION COMMUNITY BOARD
CALGARY REGION COMMUNITY BOARD CEO
CENTRAL REGION COMMUNITY BOARD
CENTRAL REGION COMMUNITY BOARD CEO
EDMONTON REGION COMMUNITY BOARD
EDMONTON REGION COMMUNITY BOARD CEO
NORTHEAST REGION COMMUNITY BOARD
NORTHEAST REGION COMMUNITY BOARD CEO
NORTHWEST REGION COMMUNITY BOARD
NORTHWEST REGION COMMUNITY BOARD CEO
SOUTH REGION COMMUNITY BOARD
SOUTH REGION COMMUNITY BOARD CEO

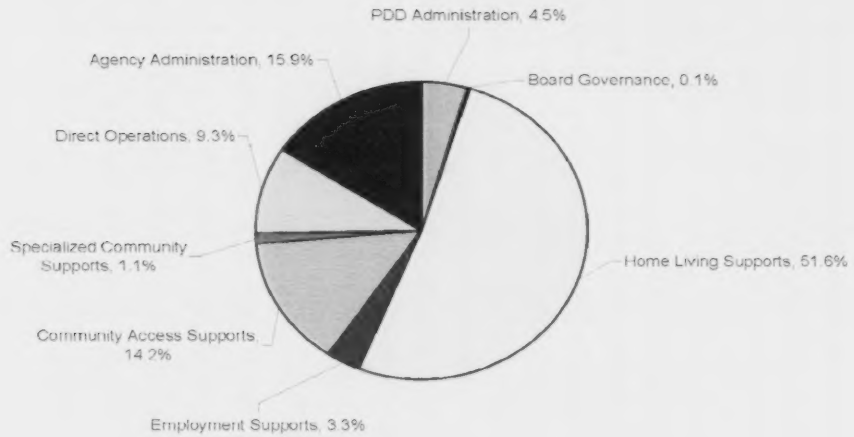
Results Analysis

Financial Performance Overview

In 2011-12, the Persons with Developmental Disabilities (PDD) program spent $621.8 million.

The following chart provides a comparative breakdown of the $621.8 million in total expenditures.

Summary of PDD Program Expenses 2011-12



Description of Program Expenses

Home Living Supports assist individuals with developmental disabilities to live in a home of their choice. The PDD program funds staffing costs within residential settings.

Community Access Supports promote an individual's participation in community activities and their personal development. The PDD program funds costs to take individuals into the community for recreational and life skills programs, volunteerism, etc.

Employment Supports assist individuals in gaining and maintaining employment. PDD program funds are contracted to community agencies to support individuals.

Specialized Community Supports provide other, unique supports needed to assist individuals in their environment or to enhance their access to the community. For example, funding in this area may pay for behavioral supports.

Direct Operations are costs incurred to operate the following facilities, and to provide the resident adults with developmental disabilities with residential care, supporting them to participate in community and personal development activities:

- Edmonton region: Eric Cormack Centre and 11 community homes
- Central region: Michener Centre and Youngstown Home
- Calgary region: Bow Park Court, Scenic Bow Legion Group Homes and Parkmont Achievement Centre.

Agency Administration is the cost related to management, supervision, staff travel, insurance, utilities, office costs, and other operating costs of community service providers.

PDD Administration is the cost of PDD regional staff, valuation adjustments related to the change in vacation liability from one fiscal year to the next, and other expenses.

Board Governance is the cost associated with governing the six PDD Regional Community Boards. Examples include Board Members' honoraria, travel expenses, and other costs.

Results Discussion and Analysis

Goal 1

Adults with developmental disabilities have the home living supports they need to live in the community and help them achieve positive outcomes.

Home living supports allow adults with a developmental disability the opportunity to live in a home in their community. Having appropriate housing contributes to a person's personal and material well being. The PDD program provides funding for home living supports and services intended to assist individuals to live in a variety of settings in the community. The PDD program funds supports that are consistent with the individual's assessed support needs and that demonstrate they contribute to positive outcomes for individuals.

Activities

Implement a common provincial approach to assessing and funding individual support needs.

In 2011-12, the PDD Regional Community Boards continued to use the Supports Intensity Scale (SIS) to assess individual support needs. The SIS is used internationally in similar programs to determine individual support needs. The SIS information will allow the PDD program to plan and provide resources that are responsive to individuals' support needs and enable them to achieve positive outcomes. World renowned expert on SIS, Dr. Robert Schalock continued to provide regional training including how to integrate SIS results for individual support planning.

Overall, the PDD Regional Community Boards completed 3,710 SIS interviews in 2011-12. The number of SIS interviews completed in each region is as follows:

- PDD Northwest Region Community Board - 297 interviews
- PDD Northeast Region Community Board - 289 interviews
- PDD Edmonton Region Community Board - 1,649 interviews
- PDD Central Region Community Board - 679 interviews
- PDD Calgary Region Community Board - 594 interviews
- PDD South Region Community Board - 202 interviews

Since 2010-11 when the SIS interviews began, 5,446 PDD-funded individuals have completed the SIS, representing approximately 60 percent of the PDD program's caseload.

Work with others to coordinate and integrate supports for adults with complex needs.

In order to better serve individuals with complex service needs and ensure the safety of PDD staff and others, the PDD Regional Community Boards carried out a comprehensive process to identify the individuals in their regions with complex, potentially high risk behaviors. The PDD Regional Community Boards worked alongside the PDD Program Branch and a variety of other stakeholders to develop and implement policy to ensure that specialized training is made available for service provider staff so they have the knowledge and skills required to effectively support adults with complex needs. In addition, a risk management approach was implemented by service providers and funds administrators to minimize the potential for risk of harm to adults with complex service needs and others.

The PDD Regional Community Boards also participated in a cross-ministry working group to enhance government and community supports for adults with complex service needs. As a result of the meetings, an integrated case management approach was developed with Alberta Health Services and other government partners across the six Community Board regions. This new approach to supporting adults with complex service needs has resulted in more integrated and coordinated service planning for these individuals.

The PDD Regional Community Boards have undertaken additional initiatives to support adults with complex needs as follows:

PDD Calgary Region Community Board issued a one-time grant to the Calgary Homeless Foundation to create new housing for individuals with complex needs who are at risk for homelessness. Two properties were purchased and are being renovated to provide homes for 8 to 10 individuals with complex needs. PDD Calgary Region Community Board and Alberta Children and Youth Services met regularly to plan for complex needs youth requiring transition to PDD supports to ensure supports are provided in a timely and seamless manner. Regional staff collaborated with Alberta Health Services, Office of the Public Guardian, and Alberta Justice to meet the needs of adults with complex needs.

The PDD Northeast Region Community Board provided one time grants to two agencies to increase capacity in housing individuals with complex needs.

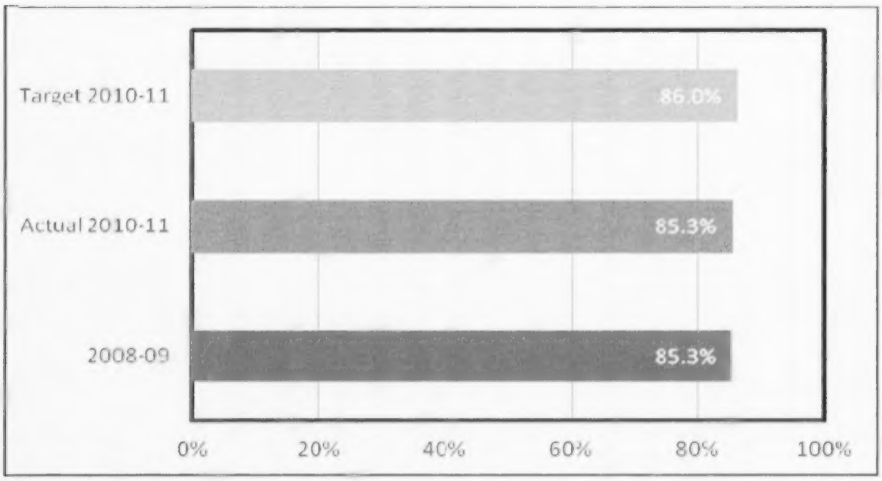
PDD Central Region Community Board's construction of accommodation for individuals with complex needs at Camp L. G. Barnes was nearing completion by the end of 2011/12. Bookings for the cabin are already in place. Regional staff worked with representatives from Alberta Health Services, Human Services, and Justice to improve supports for individuals with complex service needs. PDD Central began the process of procuring a new service provider to support 12 individuals with complex needs.

PDD Edmonton Region Community Board, in partnership with Homeward Trust, purchased two properties to provide homes for complex needs individuals.

PDD South Region Community Board hosted a 4-day seminar on Positive Practices in Behavioural Supports by the Institute of Applied Behavioural Analysis. The seminar was presented to an audience of 151 people, more than half of whom were service provider staff. During the year, 24 service provider staff attended the first two levels of longitudinal training in Positive Practices in Behavioural Supports, and 16 service provider staff attended the third level of training.

Results

Measure 1 Satisfaction of families/guardians of adults with developmental disabilities with PDD-funded services.



Results and Analysis:

This survey is conducted every two years.[1] The next survey will be conducted in 2012-13. Results for 2010-11 indicate that 85.3 per cent of families/guardians reported overall satisfaction with the PDD-funded services received by the person to whom they provided guardianship. Overall satisfaction in 2010-11 was the same as in 2008-09 and fell slightly below the target of 86.0 per cent.

[1] The PDD program conducts the Family/Guardian Satisfaction Survey every two years to assess the level of satisfaction with PDD-funded services. The results for this performance measure were obtained by analyzing cases that provided a valid response to all of the following three indicators (questions): 1) Services meet the person's needs; 2) Overall, I am satisfied that the services provided enhance the person's quality of life; and 3) Overall, I am satisfied that the person's services help him/her to be a part of the community as much as he/she wants to be.

Goal 2

Adults with developmental disabilities have supports that supplement what others can provide and contribute to achieving positive outcomes.

The PDD program funds supports to supplement the support of family, friends, and other community members in connecting people to the community where there is evidence of positive outcomes for individuals.

Through collaboration and partnerships, the PDD Regional Community Boards support communities' capacity to include adults with developmental disabilities to ensure that:

- Adults with developmental disabilities, their families, and support networks have the skills and ability to influence the continued growth of inclusive communities;
- Adults with developmental disabilities have reciprocal, positive relationships within the broader community; and
- Adults with developmental disabilities are able to exercise their rights and responsibilities as full citizens.

Activities

Implement a common approach to assessing personal outcomes for PDD-funded individuals.

The PDD Regional Community Boards participated in implementing the MyLife Personal Outcomes Initiative across the province to measure the effects of PDD-funded services on the quality of life of people supported by the PDD program. The MyLife survey is conducted by adults with developmental disabilities who ask other adults with developmental disabilities, or a proxy on their behalf, to answer questions about their life experiences in eight quality of life areas. The survey results will be used to improve services.

Representatives from each PDD Regional Community Board participated in the provincial implementation committee; gave presentations on the Personal Outcomes Initiative (POI) to staff, service providers, self-advocates and other regional stakeholder groups; and assisted service providers to implement the POI survey process. At least one service provider in each region has completed the survey process and results for approximately 900 PDD-funded individuals were gathered through this process.

Improve support and flexibility for families to manage services for their family member.

Family members may choose Family Managed Services (FMS) as a funding option. This allows a family member of an adult who has a developmental disability to arrange and manage PDD program supports. The following examples show how the PDD Regional Community Boards have enhanced the supports available to families managing services for their family member.

All regions participated with the program branch and other stakeholders, including families, in developing resources to help families access and use Family Managed Services. As part of this work, an FMS webpage (http://www.seniors.alberta.ca/pdd/fms/) was developed on the PDD program's website. Resources available on the FMS webpage include five handbooks (e.g. Getting Started with FMS; Planning Supports for Your Family Member) and three factsheets (e.g. Is FMS Right for You?). The handbooks and factsheets can also be obtained in print format from each of the PDD Regional Community Boards. Other resources available on-line include an FMS success story, a video, and contact information for families to find out about payroll supports and networking with other families.

PDD South Region Community Board hosted mandatory training sessions for FMS families and staff in Medicine Hat and Lethbridge. In addition, the PDD South Region Community Board CEO met with families/funds administrators to discuss the bathing protocols and to get their input and feedback on approaches to ensuring the safety of adults with developmental disabilities while providing the supports needed to be included in community and independent as possible. During the year, the PDD South Region Community Board CEO contributed to several editions of the FMS Newsletter produced by a FMS funds administrator aimed at families using FMS.

In the Calgary region, the Darrell Cook Family Managed Supports Resource Centre, established through a partnership with Alberta Association for Community Living (AACL) and Family Voices, and PDD Calgary was officially opened on September 8, 2011. Over the course of the year, 68 families were supported. In addition, the Centre's website was launched to provide families with an opportunity to interact and network with each other. One hundred seventeen families benefited from training and workshops on topics such as staff recruitment, invoicing, and creating the right relationship with families and individuals. Families also benefitted from a workshop held at the Centre on the topic of 'Family Managed Supports Staff: Creating the Right Relationship with Families and Individuals'. The Centre is a valuable resource for families who receive Family Managed Services from PDD. New families are also offered a mentor family to assist them.

PDD Central Region Community Board adjusted regional staffing to increase support for families in the area of planning supports for their family member. In partnership with AACL, the PDD Central Region Community Board also continued to support the Family Connections Project to assist families using FMS to recruit and train qualified staff.

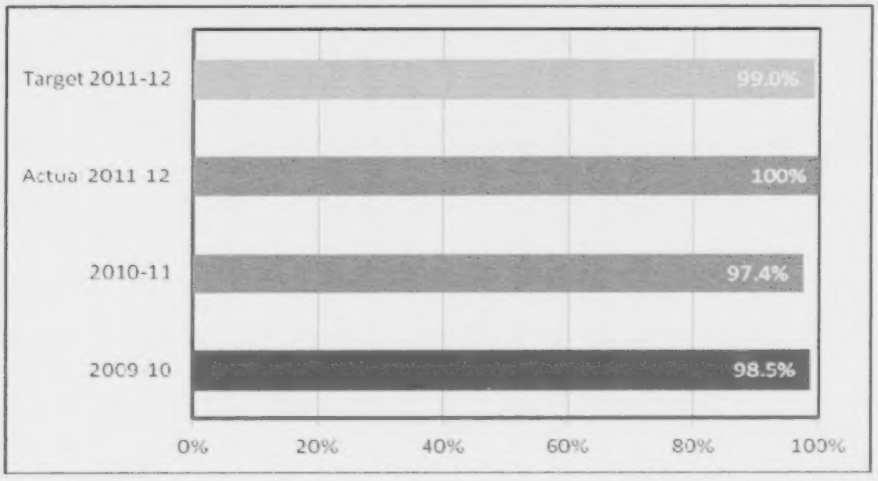
PDD Edmonton Region Community Board held a series of training sessions for 300 families to introduce the new Family Managed Service Agreement template and new policies. Also a framework for developing a procurement strategy to obtain services for FMS will be developed based upon survey recommendations from the Family Managed Services stakeholders.

PDD Northeast Region Community Board continued the Community by Community Pilots in St. Paul and it progressed with the addition of an AACL staff member to support and encourage families in their process of identifying, exploring opportunities, and implementing their goals for a more inclusive life for their sons and daughters. In addition, Family Voices held two sessions for families with 26 families attending which allowed them to connect with each other, to share success' and challenges, and to brainstorm as a group to identify resources they require.

PDD Northwest Region Community Board conducted an interim review of the payroll company that has been contracted to assist families in the Northwest region with their payroll needs. The review was undertaken to identify and resolve any issues experienced by families or the payroll company.

Results

Measure 2 Control being exercised by adults with developmental disabilities who are supported by PDD-funded services.



Results and Analysis:

Results[2] indicate that in 2011-12 all adults with developmental disabilities surveyed (100 per cent) continue to believe they are supported by PDD-funded services to take charge of their life, to make decisions without undue influence and are as independent as they want and are able to be. This result surpassed the target and increased from the previous year.

[2] All PDD-funded service providers in Alberta must undergo Creating Excellence Together (CET) accreditation through the Alberta Council of Disability Services (ACDS) once every three years to receive funding from the PDD program. This measure is taken from the CET Quality of Life section of the survey tool used to assess service providers and indicates whether the individual believes they had the necessary supports to enable them to enjoy as much personal control as possible; they are in charge of their life and are as independent as they want and are able to be, and feel free from the undue control or influence of others.

Goal 3

Adults with developmental disabilities participate in community life.

Communities provide the context of life opportunities and relationships that enable inclusive lives for all citizens. Inclusion is linked to the universal human need and desire to be part of a family, to have friends and rewarding relationships, to have a home, to belong, to be known and understood as an individual, to be needed, and to contribute.

The PDD program promoted activities that stimulate the capacity of communities to share responsibility to support adults with developmental disabilities in their community. This included developing community leadership, partnering with others to encourage inclusive communities, and influencing change.

Activities

Work with government and community partners to stimulate the capacity of communities to support adults with developmental disabilities.

The PDD Regional Community Boards were involved in various projects that supported adults with developmental disabilities to be involved in community life. As illustrated by the following examples, these projects helped individuals to exercise individual and family leadership, to participate in inclusive post-secondary education, and to achieve paid employment.

All PDD Regional Community Boards participated in the PDD Provincial Community Leadership Awards. The awards recognize community leaders and their efforts to make their communities an inclusive place for people with developmental disabilities. Award categories recognized self-advocacy, individual leadership, community citizenship, community disability service sector leadership, and family leadership. In addition to the provincial leadership awards, each PDD Regional Community Board held its own regional awards ceremony.

PDD Central Region Community Board worked to stimulate the capacity of communities to support adults with developmental disabilities in several ways, as follows: by becoming a member of two economic partnerships, the Central Alberta Economic Partnership and the Battle River Economic Partnership; by working with Alberta Health Services Central Zone to explore services for individuals with complex needs; and by initiating dialogue with the Samson Cree Nation regarding increasing capacity to support aboriginal adults with developmental disabilities.

PDD South Region Community Board partnered with the Taber Special Needs Board in a presentation to the Taber Town Council regarding the

PDD South Region Community Board, Taber Special Needs, and the contributions of adults with developmental disabilities in Taber. The presentation created discussion and awareness of the needs of adults with developmental disabilities. Awareness was also created across the region through the PDD South Region CEO's membership in the Canadian Municipalities Against Racism and Discrimination in Lethbridge; the Community Board Chair's membership in the City of Lethbridge Council Committee for Community and Social Development; and a board member's membership on the City of Medicine Hat Advisory Committee on Disability Issues.

PDD Edmonton Region Community Board continued to develop and expand Inclusive Post-Secondary partnerships with NorQuest College, MacEwan University, NAIT, Concordia College and The Kings University College to facilitate inclusion of adults with developmental disabilities into post-secondary programs. Through these partnerships 24 students were supported in Inclusive Post-Secondary Education for 248 days per year.

PDD Calgary Region Community Board commissioned a study to review the services and supports that aging adults with developmental disabilities require so that they can continue to participate in their communities and live healthy a meaningful lives. Local, national, and international experts were part of the consulting team that gathered information from focus groups. Approximately 100 people including families, guardians, and individuals participated in the focus groups on the needs of the aging population.

PDD Northwest Region Community Board hosted a Spring Celebration and Awards Night to recognize and celebrate the successes of individuals and their community partners. Following a presentation to the PDD Northwest Region Community Board by the Police and Crisis Team (PACT), the Community Board is exploring the possibility of a partnership with PACT to develop new intervention models to address the needs of individuals.

PDD Northeast Region Community Board, in partnership with AACL Family Voices, conducted the "Community by Community" project to promote community connection through improved identification and development of natural supports. Families gathered to share information and provide support to one another. There were an increased number of families participating in the project.

Implement and evaluate activities to promote inclusive communities.

PDD Northwest Region Community Board contracted with AACL and Grande Prairie Regional College to provide post-secondary education to individuals. In addition the PDD NW Region Community Board held Board meetings in six different communities (Grimshaw, Grande Prairie, Falher,

Slave Lake, La Crete, and High Level) to generate discussions on inclusive communities.

Through the Community by Community project, the PDD Northeast Region Community Board and AACL Family Voices worked to promote community connections and improve identification and development of natural supports. PDD Northeast also worked with front-line staff to promote increasing natural supports for adults with developmental disabilities.

As part of the International Day of Persons with Disabilities, PDD Central Region Community Board partnered with several community groups on events held in Red Deer and Wetaskiwin to increase awareness of opportunities for inclusion for people who live with a disability. The PDD Central Region Community Board also appointed a self advocate to serve a one-year term on the Board and highlighted individuals' contributions to the community in the *Central News* newsletter.

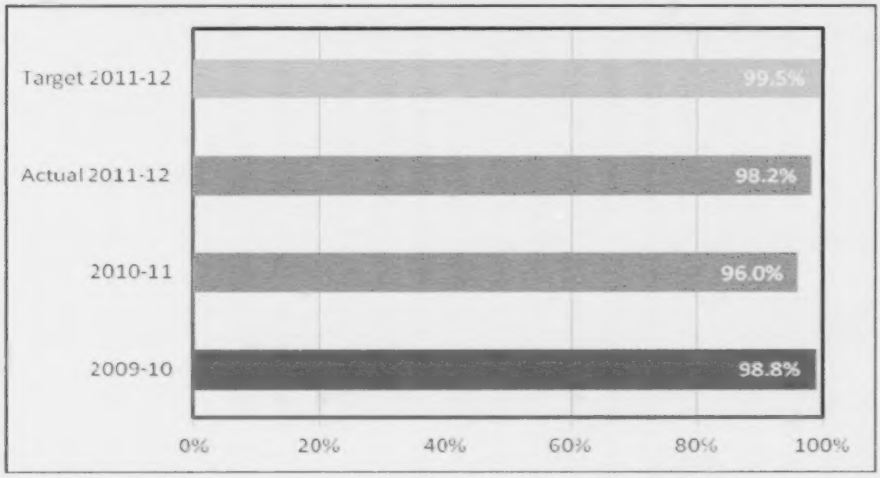
PDD Calgary Region Community Board launched a collaborative art project called "A Meaningful Life". The project uses art as a medium to heighten awareness of disability issues, question assumptions, and express community values and the meaning of inclusion. Through the voices of the stakeholders involved in the project- 24 artists, their families, friends, employers, agencies, and the community at large- the project celebrates what makes a meaningful life for persons with developmental disabilities. The five themes of the project are: Contributing to Society; Independence; Community Connection; Relationships; and Dignity. Approximately 200 people attended the Art Exhibition Event on April 1, 2012. Plans are underway for the Exhibition to travel across the region and province.

PDD South Region Community Board participated in a two day retreat with a facilitator from the Tamarack Institute on Community Engagement to learn about best practices. The Board members shared their learnings with the other regional Boards. PDD South hosted presentations from the University of Lethbridge on the economic contributions of adults with developmental disabilities and the disabilities sector to the community. The South Region Board also hosted two facilitated discussions: the first asked stakeholders to identify their successes and provide input into regional priorities; the second, with the South Region Self Advocacy Network, asked the participants for input into regional priorities and how the Board and Self-Advocates could work together to achieve the PDD Program mission. The Board met with service provider boards and owners to share information on the PDD Change Initiatives Project

PDD Edmonton Region Community Board worked with municipal councils in Drayton Valley and Edson to promote community inclusion. Also a series of meetings on the PDD Change Initiatives project was completed with service provider boards, agency owners, families, guardians, and friends.

Results

Measure 3 Adults with developmental disabilities are included in their communities.



Results and Analysis:

This measure[3] reflects the belief of adults with developmental disabilities that PDD-funded services support the individual to participate in everyday community activities with other community members, and to contribute to their community. Results for 2011-12 indicate that almost all adults with developmental disabilities surveyed (98.2%) continue to believe they are included in their community. This result increased from the previous year but did not surpass the target.

[3] All PDD-funded service providers in Alberta must undergo Creating Excellence Together (CET) accreditation through the Alberta Council of Disability Services (ACDS) once every three years to receive funding from the PDD program. This measure is taken from the CET Quality of Life section of the survey tool used to assess service providers and indicates whether the delivery of services reflects the individual's belief that the services provided enabled them to participate in community, interact with others, learn new roles, build new relationships, and explore and discover new interests and possibilities.

Goal 4

Increased effectiveness and efficiency contribute to PDD program sustainability.

The PDD program is developing a provincial performance management approach that will ensure the organization is effective and efficient, and continuously improves over time.

On May 18, 2011, the Minister of Seniors released the report on the administrative review of the PDD program. Following the administrative review, the Minister gave 11 directions to the Community Boards to address the issues identified in the review. These directions have been combined with work that was already underway as part of the PDD Priority Actions into the PDD Change Initiatives Project. The Change Initiatives project will build on the PDD program's strong foundation with an increased focus on:

- Increasing positive outcomes for the individuals it supports;
- Delivering supports in a way that is consistent and fair, and provides reasonable access to supports across the Province;
- Promoting community capacity to include adults with developmental disabilities in community life;
- Leveraging best practices and innovation;
- Operating as one program/one organization;
- Being clear about the mandate of the PDD program;
- Being an efficient and effective system; and,
- Being sustainable into the future.

Activities

Identify and implement administrative efficiencies.

The PDD Regional Community Boards worked with the program branch to develop a consolidated public website containing comprehensive information about the PDD program and each of the six regional Community Boards. The consolidated website replaces the six regional websites formerly managed by the Community Boards and is now available on the Ministry's website.

PDD Calgary Region Community Board and Assured Income for the Severely Handicapped (AISH) worked to develop processes to streamline the application process. Administrative efficiencies have been achieved through this initiative and serving the needs of adults accessing these two programs has improved.

PDD South Region Community Board has engaged service providers in discussions around flexibility in contracting and procurement and is working with service providers to identify administrative efficiencies while maintaining positive outcomes for individuals.

PDD Central Region Community Board held a focus group session with service providers and families on the Performance Management Framework. Price Waterhouse Coopers led the session.

Develop and implement strategies to improve how the PDD program contracts for services.

This year, the Alberta government provided community agencies contracted by Seniors and Human Services an additional $26.4 million ($17.1 million came from the PDD program) – to permit a $1,500 lump sum payment for an estimated 17,000 agency workers that provide a range of supports. The additional funding assisted contracted agencies attract and retain qualified staff so individuals get the supports they need. These payments were funded from the Community Boards' accumulated cash reserves.

All PDD Regional Community Boards participated in the Administrative Review focus group consultations with families, individuals, and service providers regarding a new contracting process for the PDD program.

PDD Northwest Region Community Board, PDD Central Region Community Board, and PDD Northeast Community Board were involved in piloting a new procurement model for services for individuals with complex service needs.

To improve services for individuals with complex needs, PDD Central Region Community Board conducted an RFP to find a service provider interested in developing specific programs for these individuals. As a result, new services will be in place for individuals with complex needs in 2012-13.

PDD Calgary Region Community Board launched several pilot projects to test key elements of performance-based contracting that will guide a new contracting and strategic procurement approach. One example is a pilot involving three service provider agencies. Key elements of the pilot include a focus on outcomes, managing performance and establishing accountability, increasing flexibility, and reducing administrative burden.

PDD South Region Community Board PDD conducted a pilot project to determine the feasibility of three rural service providers working together towards an alternate contracting approach. Options explored were administrative partnerships and/or a prime contractor model. In addition, the PDD South Region Community Board CEO and management team attended monthly Service Provider Council to discuss and share information on best practices regarding contracting processes.

PDD Edmonton Region Community Board entered into a contract with a service provider that is based on outcome achievement. The region also analyzed the regional needs for supported independent living and whether a performance-based contract can be used with community agencies that provide this support. PDD Edmonton also identified ways to improve the delivery of supports for individuals with complex needs.

Develop and implement a provincial performance management framework.

The PDD program continued work on a provincial performance management framework. A provincial performance management framework will allow the PDD program to be more effective and sustainable.

All regions participated with the PDD program branch in developing the performance management framework. Stakeholder engagement sessions were held with internal and external stakeholders to identify measures for the performance management framework.

All regions continue to implement the Personal Outcomes Index (POI). The results of the POI will be used as a key indicator in the overall performance management framework for the PDD program.

Alberta
Government

Financial Information

Management Discussion and Analysis

For the year ended March 31, 2012, the Persons with Developmental Disabilities (PDD) Community Boards' spending increased to $621.8 million from $585.9 million in 2011, an increase of $35.9 million or 6.1 per cent. Expenses exceeded revenues by $14.5 million, largely due to one time payments to service providers' front line staff. These payments were funded from the Community Boards' accumulated cash reserves.

The annual number of individuals served across the province increased to 9,688 in 2012 from 9,409 in 2011, an increase of 279 individuals or 3.0 per cent.

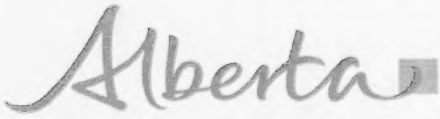
The PDD program's overall average annual cost per person was $64,183 in 2012, compared to $62,271 in the prior year; this was an increase of $1,912 per person, or 3.1 per cent.

The following table presents the above statistics by Community Board. Net provincial totals are less than the sum of the Community Boards because they exclude instances where individuals received services from more than one Board during the year.

Regional Comparisons

	Annual Number of People Served			Average Annual Cost Per Person		
Board	**2012**	**2011**	**% Change**	**2012**	**2011**	**% Change**
Northwest	389	381	2.1%	$61,249	$58,207	5.2%
Northeast	562	527	6.6%	$58,918	$59,683	-1.3%
Edmonton	3,008	2,927	2.8%	$61,744	$58,795	5.0%
Central*	1,893	1,854	2.1%	$75,733	$75,571	0.2%
Calgary	2,722	2,627	3.6%	$61,027	$59,099	3.3%
South	1,157	1,123	3.0%	$60,213	$57,727	4.3%
Net Provincial	**9,688**	**9,409**	**3.0%**	**$64,183**	**$62,271**	**3.1%**

**Factors contributing to the higher than average annual cost per person in Central Region include the cost of food, clothing and health care supports at Michener Services, which are covered by AISH funding in other regions.*



Persons with Developmental Disabilities

Summarized Financial Statements

March 31, 2012

Provincial Summary of Statement of Operations[1]

Year ended March 31, 2012 - unaudited

(thousands of dollars)

	Northwest	Northeast	Edmonton	Central	Calgary	South	2012 Consolidated	2011 Consolidated[2]
Revenues								
Transfer from Department of Seniors and Community Supports	23,412	32,108	173,135	143,310	165,550	65,620	603,135	588,204
Previous Year's Refund of Expenditures	7	12	2,014	390	164	106	2,693	3,294
Premiums, Fees and Licenses	-	-	220	1,037	-	-	1,257	1,166
Other Revenue	-	-	-	232	-	-	232	193
	23,419	**32,120**	**175,369**	**144,969**	**165,714**	**65,726**	**607,317**	**592,857**
Expenses - Directly Incurred								
Community Living Supports	14,343	17,403	115,517	61,002	74,232	38,284	320,781	289,635
Employment Supports	689	1,753	6,191	3,456	5,685	2,909	20,683	19,805
Community Access Supports	2,611	4,982	17,612	14,151	34,112	14,567	88,035	79,740
Specialized Community Supports	314	613	1,295	1,612	2,742	150	6,726	9,054
Direct Operations	-	-	10,318	40,011	7,236	-	57,565	59,924
Supports to Delivery Systems	5,731	8,257	34,617	23,023	41,996	13,639	127,263	127,188
Board Governance	138	104	176	107	113	118	756	565
	23,826	**33,112**	**185,726**	**143,362**	**166,116**	**69,667**	**621,809**	**585,911**
Net Operating Results	**(407)**	**(992)**	**(10,357)**	**1,607**	**(402)**	**(3,941)**	**(14,492)**	**6,946**

Note 1: The summarized information presented is abstracted from the audited financial statements for each entity but does not contain all the disclosures required by generally accepted accounting principles. For more information on the organization's financial position, results of operations and changes in financial position, reference should be made to the audited financial statements. These statements can be obtained by consulting the Ministry of Seniors 2011-12 Annual Report.

Note 2: Comparative figures have been restated to be consistent with 2012 presentation.

Provincial Summary of Statement of Financial Position[1]

As at March 31, 2012 – unaudited

(thousands of dollars)

	Northwest	Northeast	Edmonton	Central	Calgary	South	2012 Consolidated	2011 Consolidated[2]
Assets								
Cash and Cash Equivalents	686	2,372	7,669	12,384	4,989	326	28,426	46,264
Accounts Receivable	241	86	3,999	5,361	1,351	3,647	14,685	12,634
Inventory	-	-	-	432	-	-	432	401
Tangible Capital Assets	-	-	15	1,701	128	-	1,844	1,688
	927	**2,458**	**11,683**	**19,878**	**6,468**	**3,973**	**45,387**	**60,987**
Liabilities								
Accounts Payable and Accrued Liabilities	735	1,835	10,146	15,240	5,818	3,927	37,701	38,809
Net Assets								
Net Assets at Beginning of Year	599	1,615	11,894	3,031	1,052	3,987	22,178	15,232
Net Operating Results	(407)	(992)	(10,357)	1,607	(402)	(3,941)	(14,492)	6,946
Net Assets at End of Year	192	623	1,537	4,638	650	46	7,686	22,178
	927	**2,458**	**11,683**	**19,878**	**6,468**	**3,973**	**45,387**	**60,987**

Note 1: The summarized information presented is abstracted from the audited financial statements for each entity but does not contain all the disclosures required by generally accepted accounting principles. For more information on the organization's financial position, results of operations and changes in financial position, reference should be made to the audited financial statements. These statements can be obtained by consulting the Ministry of Seniors 2011-12 Annual Report.

Note 2: Comparative figures have been restated to be consistent with 2012 presentation.

Provincial Summary of Statement of Cash Flows[1]

Year ended March 31, 2012 – unaudited

(thousands of dollars)

	Northwest	Northeast	Edmonton	Central	Calgary	South	2012 Consolidated	2011 Consolidated[2]
Operating Transactions								
Net Operating Results	(407)	(992)	(10,357)	1,607	(402)	(3,941)	(14,492)	6,946
Non-Cash Items included in Net Operating Results								
Amortization	-	-	8	336	2	-	346	354
Loss (Gain) on Disposal of Tangible Capital Assets	-	-	-	19	-	-	19	(18)
	(407)	(992)	(10,349)	1,962	(400)	(3,941)	(14,127)	7,282
Decrease (Increase) in Accounts Receivable	6	221	(205)	(470)	(554)	(1,049)	(2,051)	5,626
(Increase) Decrease in Inventory	-	-	-	(31)	-	-	(31)	13
Increase (Decrease) in Accounts Payable and Accrued Liabilities	209	(417)	3,278	955	118	(5,251)	(1,108)	10,360
Cash (Applied to) Provided by Operating Transactions	(192)	(1,188)	(7,276)	2,416	(836)	(10,241)	(17,317)	23,281
Capital Transactions								
Acquisition of Tangible Capital Assets	-	-	(8)	(412)	(121)	-	(541)	(471)
Proceeds on Disposal/Sale of Tangible Capital Assets	-	-	-	20	-	-	20	18
Cash Applied to Capital Transactions	-	-	(8)	(392)	(121)	-	(521)	(453)
(Decrease) Increase in Cash and Cash Equivalents	(192)	(1,188)	(7,284)	2,024	(957)	(10,241)	(17,838)	22,828
Cash and Cash Equivalents, Beginning of Year	878	3,560	14,953	10,360	5,946	10,567	46,264	23,436
Cash and Cash Equivalents, End of Year	**686**	**2,372**	**7,669**	**12,384**	**4,989**	**326**	**28,426**	**46,264**

Note 1: The summarized information presented is abstracted from the audited financial statements for each entity but does not contain all the disclosures required by generally accepted accounting principles. For more information on the organization's financial position, results of operations and changes in financial position, reference should be made to the audited financial statements. These statements can be obtained by consulting the Ministry of Seniors 2011-12 Annual Report.

Note 2: Comparative figures have been restated to be consistent with 2012 presentation.